

### Staffing Requirements

1. Table of Organization exercises are a necessity and should be done at least once a year. However, some method should be established to reduce the time for approval of T/O's.
2. It was suggested that the ideal time to review T/O's is at the time a review of operational programs is made. An alternate suggestion was that T/O's be scheduled in such a way as to permit complete staff work to be done at Headquarters within a month of the receipt of the T/O here.
3. It is very difficult to predict personnel needs for two years in advance when world affairs are constantly changing. Nonetheless, staffing requirements should be planned for two years so that preparations can be made for training, rotation, etc.
4. In connection with prediction of staffing requirements, consideration should be given also to needs for the contract types and career agent-in-place.

### Recruitment

5. One possible solution for improving college recruitment is to designate certain specialized schools as "belonging" to certain area divisions or operating components. It would then be the responsibility of that component to visit and keep in touch periodically with the college consultant. This would result in closer cooperation between the Agency and the student body through the consultant.

### Manpower Utilization

6. At the present, DD/I components advertise their vacancies within the DD/I to be able to select the best qualified person. This should be done within the DD/P and possibly throughout the Agency. However, within the DD/P, one division hesitates to take a person from another division.
7. It is difficult to fill certain overseas positions. More publicity should be given to certain positions throughout the world to stimulate interest in assignment to these posts.
8. Picking the family as well as the individual is an important factor in overseas assignment. There should be more screening -- including psychiatric -- through Medical and Security Offices of wives and dependents of personnel prior to selection for an overseas assignment.

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9. Office of Personnel is developing certain statistical advice, e.g., promotion rates as compared to attrition rates at various grades which can be made available to the Career Boards throughout the Agency.

Weeding Out

10. Some type of educational program for supervisors should be devised to teach them how to weed out marginal performers and to show them that this can be done without too much difficulty.

11. Periodic step increases should have no positive relationship to conduct and performance but should be a recognition of longevity alone. The certification of satisfactory performance is generally a perfunctory action and in the past has been a serious block to down-grading or separation for less than satisfactory performance. A possible modification of this would make the periodic step increase automatic on the basis of longevity unless there was on file a current "90-day" letter.

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